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ABSTRACT

This document discusses the results of a 2001 employee survey for Los Rios Community College District (LRCCD) (California). The survey gathered information on employee perceptions and satisfaction with their current positions and the services provided by their community college and the district. A total of 1,462 LRCCD employees responded to the survey, for a 45% response rate. Results included: (1) most respondents to the survey were faculty members; (2) approximately 71% of the respondents were white, full-time employees with an average of 9.6 years of employment in the district; (3) approximately 61% of the respondents were female; (4) most employees expressed feeling proud to work for the district; (5) most employees indicated that they were treated fairly and felt safe at work; (6) 86% of the respondents expressed that they thought students received a quality education from the community college; (7) approximately 41% of the respondents expressed that their department was under-staffed to achieve their goals; (8) some employees expressed that pay and retirement benefits were insufficient; and (9) 30% of the respondents felt that there were few opportunities for promotion and that communication around the college or district was poor. The report provides four statistical tables and recommendations to district leaders for improving service and employee satisfaction. Survey instrument is included. (MKF)

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Los Rios Community College District
Office of Institutional Research

How Are We Doing?
Results of the February 2001 Employee Survey

District-Wide Report

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Los Rios Community College District
Office of Institutional Research

HOW ARE WE DOING?
Results of the February 2001 Employee Survey

District-wide Report

During the last two weeks of February 2001, the Chancellor and College Presidents invited all Los Rios Community College District (LRCCD) employees to complete an employee survey designed to assess employee perceptions about how we are doing and overall levels of employee satisfaction. There were 1,462 responses to the survey, for a ***45.4% rate of return***.

Who responded to the survey?

Respondents were asked a series of demographic questions that allows a summary profile of who responded to the survey:

Primary Work Area	Job Classification	Employment Status	Area of Work	Gender	Ethnicity	Years in District
ARC Campus = 35.3%	Faculty = 54.6%	F.T. Permanent = 71.1%	Instructional Services = 58.2%	Female = 60.9%	White = 70.6%	Average = 9.6 years
SCC Campus= 25.0%	Classified = 38.7%	Adjunct Faculty = 22.3%	Student Services = 20.1%	Male = 39.1%	Asian = 7.5%	Median = 6.5 years
CRC Campus = 17.7%	Managers = 4.8%	P.T. Permanent = 5.1%	Administrative Support[4] = 21.6%		Latino = 7.3%	
District Office[1] = 10.2%	Contract Employees[2] = 1.8%	Temporary[3] = 1.5%			African American = 6.7%	
EDC campus = 4.0%					Native American = 2.1%	
FLC Campus = 4.0%					Other = 5.8%	
Off-Campus = 3.9%						

Technical Notes:
Percents do not add up to 100.0% in all cases, due to rounding.

[1] District Office includes Facilities Management & Workforce/Economic Development employees at Ethan Way.

[2] Contract employees captured employees who were hired in grant-funded positions and some adjunct faculty members who defined themselves as contract employees; outside contractors were excluded from the analysis.

[3] Temporary employees were not asked to complete this survey; only those who have worked long enough to have e-mail addresses did.

[4] Admin. Support includes human resources, research/planning, business services, information technology and all other areas not part of instructional or student services, both at the district and campus levels.

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What follows is a summary of:

- The top issues upon which there was the highest level of ***employee agreement***, an indicator of areas of satisfaction for most employees **district-wide**
- The top issues upon which there was the highest level of ***employee disagreement***, an indicator of areas of concern to many employees **district-wide**
- The top issues ***most strongly associated with how satisfied employees are with their jobs***, an indicator of what issues are most important to employee satisfaction **district-wide**
- ***Summary comments*** *and considerations stemming from this* **district-wide** *study*

Issues Upon Which There Is a High Level of Agreement by Employees

When asked to respond to the statement, *I am quite satisfied with my job in the district*, there was agreement by 77.1% of the respondents district-wide (29.2% strongly agreed and 47.9% agreed). But this ranked just shy of the top ten, as the 11th item upon which there was the highest proportion of agreement by employees.

Exactly 92.0% of employees who responded to the survey either agree or strongly agree that they gain personal satisfaction from the work they do, followed by 89.5% who are proud to work for the district. The following table provides a quick summary of the top ten specific areas where the largest numbers of employees are generally satisfied.

The Ten Issues with the Highest Level of Agreement by Employees

Ranking	Issue	% Agreeing or Strongly Agreeing
1.	I get a feeling of personal satisfaction from my work	92.0%
2.	I am proud to work for this district	89.5%
3.	I understand what I am expected to do in my job	89.4%
4.	I understand how my job contributes to the general mission of the district	88.9%
5.	Our students receive a good quality education	86.4%
6.	I am safe from accidents at work	81.8%
7.	The district is well-regarded in the community	81.3%
8.	My supervisor treats me fairly	80.5%
9.	I feel personally safe at work	79.7%
10.	We work well together in my department to get the job done	77.6%

Issues Upon Which There Is a High Level of Disagreement by Employees

Areas where there are a substantial number of employees who expressed disagreement are primarily related to issues of workload, communication within the organization and pay. Disagreement levels ranged from a low 19.1% on the tenth ranked issue to a high of 40.9% on the issue ranked as number one. A large 40.9% of employees feel that their departments are not adequately staffed to achieve their goals.

The Ten Issues with the Highest Level of Disagreement by Employees

Ranking	Issue	% Disagreeing or Strongly Disagreeing
1.	My department is adequately staffed to achieve our goals	40.9%
2.	There is adequate coordination across divisions, departments and the district	35.5%
3.	Pay is adequately based upon responsibility of the job	33.7%
4.	Information is communicated quickly up, down and across the organization	30.6%
5.	There are adequate career opportunities/opportunities for promotion	30.0%
6.	I received an adequate orientation to my job when first hired here	23.8%
7.	There is trust between employees and management	22.3%
8.	My medical benefits are adequate	20.8%
9.	I am given the tools I need to do the job	20.1%
10.	My retirement package is adequate	19.1%

Further analysis shows which employee groups are disagreeing/strongly disagreeing on these ten items.

Interestingly, fairly high and similar proportions of classified, faculty and management employees disagree or strongly disagree that *they are adequately staffed to achieve goals*, with slightly more classified and management employees disagreeing than faculty. Of the classified employees who responded to this survey, 44.8% disagree on this issue and 44.9% of managers disagree. A slightly lower proportion (40.4%) of faculty members disagree.

Concern about *adequate coordination across divisions, departments and the district* are held by more classified employees and faculty members, than by managers, the two groups with many employees on the "front lines" serving students; 43.2% of classified employees disagree or strongly disagree that coordination across the organization is adequate, compared to 37.3% of faculty and 29.9% of managers.

In terms of the issue of *pay being adequately based upon responsibility of the job*, this issue has disagreement by 38.3% of the classified employees, by 33.0% of faculty and only 13.0% of managers.

Far more classified employees disagree or strongly disagree that *information is communicated quickly up, down and across the organization* at 38.9%, but a fairly large proportion of managers feel this way as well, at 29.0%. More than one-fourth of the faculty also concurs; 26.6% of faculty respondents disagree or strongly disagree that information is communicated quickly.

The issue of *adequate career opportunities/opportunities for promotion* is clearly a concern to large numbers of classified employees; 40.5% of all classified employees disagree or strongly disagree about the *adequacy of career/promotion opportunities*, compared to a smaller 25.3% of faculty and only 13.8% of managers.

Concern about having had an *adequate orientation program when hired* is an issue with similar proportions of disagreement by classified employees and managers: 27.8% of all classified employees disagree or strongly disagree on this issue, 27.5% of managers do. The proportion of faculty expressing disagreement on this concern is a little lower at 20.4%.

On the issue of *trust between employees and management*, 29.7% of classified employees and 20.2% of faculty disagree or strongly disagree that it exists; 12.1% of managers do.

The issue of *adequate medical benefits* is held by almost one-third of the faculty who responded (31.1%). There are much lower proportions of classified employees and managers who disagree or strongly disagree on this issue, at 10.8% and 5.9%, respectively.

I am given the tools that I need to do the job: there is disagreement by 22.8% of the faculty and 18.0% of classified employees on this issue. Only 7.2% of the mangers disagreed or strongly disagreed on this issue.

And finally, on the tenth ranked issue in terms of the proportion of employees who either disagree or strongly disagree, far more faculty compared to the other two employee groups expressed disagreement. Similar to the proportion concerned about medical benefits, 27.9% of faculty expressed some level of disagreement that their *retirement package is adequate*, compared to only 14.5% of classified employees and 6.1% of managers who responded to this survey.

What Issues Are Most Strongly Associated With Job Satisfaction?

Although looking at issues where there are high numbers of employees who disagree or strongly disagree provides the most useful information about concerns of district employees, looking at the actual issues that have the strongest association with employee job satisfaction is important, as well. By ranking the most important issues associated with employee satisfaction, management is better able to understand employee needs. Moreover, these issues add context to the levels of employee concern. This is not to minimize the importance of those issues where there is disagreement or strong disagreement in any way. It simply allows management to understand what issues impact employee satisfaction the most. *Both* sets of issues -- those where there is disagreement and those that are most highly associated with satisfaction -- should be priorities in terms of assuring high levels of employee agreement.

Looking at the correlation between the statement, *I am quite satisfied with my job in the district* and all other concerns, the following 11 issues have the strongest association to how satisfied employees are with their jobs in LRCCD.

Issues Most Strongly Associated with Job Satisfaction

Ranking	Issue	Correlation[1]
1.	I am proud to work for this district	0.49
2.	I get a feeling of personal satisfaction from my work	0.47
3.	Management values the work that I do	0.41
3.	I am given sufficient guidance in doing my job	0.41
3.	I have opportunities to participate in decisions about how to get the job done	0.41
4.	My work assignments provide me with opportunities to learn new skills	0.40
4.	Employees are treated with equal respect, whether they are men or women	0.40
5.	I understand what I am expected to do	0.39
5.	My supervisor treats me fairly	0.39
5.	The district is headed in the right direction	0.39
5.	I understand how my job contributes to the general mission of the district	0.39

Technical Note:
[1] Kendall's tau-b correlation was used for this statistical analysis; all are statistically significant.

The two issues that had the highest proportion of employee agreement are also the issues most important to job satisfaction -- *pride in working for this district* (89.5%) and *personal satisfaction from my work* (92.0%). Similarly, two of the fifth ranked issues in the table above also have high proportions of employee agreement. The concern *I understand what I am expected to do*, has agreement or strong agreement by 89.4% of employees and the concern *I understand how my job contributes to the general mission of the district* has agreement or strong agreement by 88.9% of employees.

One of the third-ranked issues associated with job satisfaction, *management values the work that I do*, does not rank highly in terms of the proportion of employees who disagree with the issue, nor does it rank among the top concerns in terms of employee agreement. But only 62.6% of employees agree or strongly agree on this issue. Similar is the concern about *being given sufficient guidance in doing my job* -- a higher 71.5% agree or strongly agree on this particular issue, 6.1% fewer employees agreeing/strongly agreeing than the proportion of the tenth ranked issue on high levels of agreement.

Having *opportunities to participate in decisions about how to get the job done*, is another of the third-ranked issues in terms of the strength of its association with job satisfaction; 73.7% of employees agree or strongly agree on this issue.

Both issues that are ranked fourth in terms of the strength of their association with job satisfaction have the same proportion of employee agreement. Having *work assignments that provide opportunities to learn* fares higher, with 76.7% of employees agreeing or strongly agreeing. There is also 76.7% agreement on the concern *employees are treated with equal respect, whether they are men or women*.

The final issue that is ranked fifth in terms of the degree to which it is associated with job satisfaction, *the district is headed in the right direction*, has agreement or strong agreement by 74.3% of employees.

Summary Comments and Recommendations

In general, employee response to *"How Are We Doing?"* is quite positive. Large numbers of employees (77.1%) either agree or strongly agree that they are quite satisfied with their jobs. A high 92.0% agree or strongly agree that they gain personal satisfaction from the work that they do. And, on four of the issues that are most strongly associated with job satisfaction, there is a high proportion of employee agreement -- *pride in working for the district, personal satisfaction from work, an understanding of the expectations of the job* and *an understanding of how the job contributes to the general mission of the district*.

But there are areas where large numbers of employees have indicated disagreement or strong disagreement. A high 40.9% disagree or strongly disagree that *their departments are adequately staffed*, 35.5% disagree that *coordination across divisions, departments and the district is adequate*, and 33.7% disagree that pay is adequately based upon responsibilities of the job.

Almost one-third of employees disagrees or strongly disagrees that *information is communicated quickly up, down and across the organization* (30.6%) and that there are adequate career opportunities in LRCCD (30.0%).

Agreement is not particularly high on a few of the specific issues that are strongly associated with job satisfaction -- only 62.6% of employees agree or strongly agree that *management values the work they do*, only 71.5% agree or strongly agree that they are *given sufficient guidance in doing their jobs* and only 73.7% agree or strongly agree that *they have opportunities to participate in decisions about how to get the job done*.

An important observation about one aspect of employee demography deserves comment. The mean number of years that respondents to this survey have worked in the district is 9.6 years, with a median of 6.5 years. And 15.2% of employees have worked more than 20 years in the district, with another 26.3% having worked 10 to 19.9 years. These figures suggest that many employees stay with the district a long time, perhaps a sign of a good organization for which to work. But these data also suggest that over the next several years, individuals who have worked many years for the district are likely to be considering retirement.

Based upon the findings of this study, the following considerations are put forth to management:

- Given that 40.9% of employees, almost equally distributed across *all* employee groups, disagree or strongly disagree that their departments are adequately staffed to achieve their goals, thoughtful consideration should be given to gaining an understanding of why so many employees believe this to be true. LRCCD has seen substantial growth in the number of students enrolling at a time when both large numbers of employees are retiring and there is tremendous pressure at the state level around issues of accountability. All three of these trends are expected to continue. Exploring the relationship between these three issues (student enrollment growth, retirement, issues related to new levels of workload stemming from state requirements for more accountability) to employee feelings about the adequacy of staff to achieve goals should be a high priority.

- Perhaps likewise related to issues of student growth, retirements and growing state accountability requirements is the finding that 35.5% of employees disagree or strongly disagree that coordination across divisions, departments and the district is adequate. This is of particular concern to a high proportion of classified employees (43.2%) and to faculty (37.3%). Though lower, a fairly large proportion of managers (29.9%) are also concerned with this issue. Finding ways to enhance coordination will be important, particularly as growth continues.

- Create new strategies to enhance rapid communication up, down and across the organization. This is of particular concern to classified employees (38.9%), but also to substantial numbers of managers (29.0%) and faculty (26.6%), as well.

- Consider developing orientation programs for new employees, a particular concern of classified employees (27.8%) and managers (27.5%), but also of faculty (20.4%), as well. This is particularly important as the district grows while also dealing with large numbers of retirements.

- Explore ways to enhance trust between management and employee groups; 29.7% of classified employees and 20.2% of faculty disagree or strongly disagree that trust exists between employees and management.

- Determine where there are gaps to insure that employees have the tools they need to do their jobs. This was an issue to 22.8% of the faculty and 18.0% of classified employees who responded to this survey.

- Compare medical and retirement benefits provided by the district to other like organizations and share the results of such an analysis with employees. Though these issues were not at the *top* of the list of concerns upon which there is a substantial level of disagreement they were still on the list (ranked 8th and 10th, respectively). These issues are of concern to faculty (31.1% in the case of medical benefits; 27.9% in the case of retirement benefits), more so than to classified employees and mangers. Such a comparison is likely to show that district benefits are fairly competitive, a comment suggested by at least a few employees who are new to the district. To add perspective, retirement benefits and medical benefits ranked last in terms of the strength of their association to job satisfaction (correlations of 0.22 and 0.17, respectively).

- Encourage managers to *take the time to insure that employees know the work they do is valued.* Only 62.6% of employees agree or strongly agree that management values the work that they do. With large numbers of employees disagreeing that their departments are adequately staffed to achieve goals, they may also feel a great deal of pressure in the workplace. Taking time to let employees know that the work they do is valued is likely to help more employees to feel a stronger sense of appreciation for their efforts and perhaps even job satisfaction.

- This summary report focused upon ***the top ten issues*** related to agreement, disagreement and strength of association to job satisfaction. Management might consider using 70.0% agreement as a benchmark of satisfaction on each issue. ***Using this 70.0% threshold***, the following items might be considered as ***additional areas for management concern,*** in addition to the top ten issues identified with high levels of disagreement:

Issue	% Agreement
I receive adequate feedback about my work	66.9%
Management values the work that I do	62.6%
I have adequate opportunities to attend training courses that I need	60.8%
Deadlines are realistic	60.5%

This Report on the ***Results of the February 2001 "How Are We Doing?" Employee Survey*** was written by Judy Beachler, Director, Office of Institutional Research (IR). The author gratefully acknowledges the assistance of Minh La, Information Technology Analyst II for Institutional Research for his role in the technical development of the Web-based survey and the SQL Server database that supported its use. For additional copies of this report or each individual college's break out report, please contact IR Secretary, Chue Lo-Yang at (916) 568-3131 or by e-mail to loc@do.losrios.cc.ca.us. Visit our website at http://irweb.do.losrios.cc.ca.us.

Los Rios Community College District

Employees: How Are We Doing?

According to the 1,462 LRCCD Employees Who Responded

Survey Responses by All Respondents: Frequencies (%) & Average Ratings*

*Note that frequencies are based on valid responses (those who chose not to respond were eliminated).
The number of respondents (N) is listed next to each question.
Average ratings are based on a scale of 5, where Strongly Agree = 5

Percents do not add up to 100.0% in all cases, due to rounding.

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know	Average Rating
IN GENERAL...							
1. The District is headed in the right direction N=1,428	17.9%	56.4%	16.0%	3.7%	0.9%	5.2%	3.71
2. I am quite satisfied with my job in the district N=1,426	29.2%	47.9%	14.4%	6.4%	2.0%	0.2%	3.95
SPECIFIC CONCERNS ABOUT YOUR JOB...							
3. I get a feeling of personal satisfaction from my work N=1,453	51.5%	40.5%	5.8%	1.1%	0.9%	0.1%	4.40
4. We work well together in my department to get the job done N=1,451	36.9%	40.7%	11.6%	6.3%	3.4%	1.0%	3.98
5. I understand what I am expected to do N=1,453	43.7%	45.7%	6.6%	3.4%	0.5%	0.1%	4.28
6. I have opportunities to participate in decisions about how to get the job done N=1,453	32.8%	40.9%	13.9%	7.5%	4.3%	0.6%	3.89
7. I am given sufficient guidance in doing my job N=1,448	25.0%	46.5%	17.2%	7.6%	3.7%	0.0%	3.81
8. My work assignments provide me with opportunities to learn new skills N=1,449	34.4%	42.3%	12.6%	7.7%	2.8%	0.2%	3.97
9. I receive adequate feedback about my work N=1,451	22.7%	44.2%	16.3%	12.0%	4.2%	0.6%	3.68
10. My supervisor keeps me informed N=1,445	28.8%	41.8%	15.3%	8.9%	5.1%	0.2%	3.80
11. My supervisor treats me fairly N=1,440	43.1%	37.4%	12.0%	4.2%	2.7%	0.6%	4.12
GENERAL CONCERNS THAT REACH ACROSS THE DISTRICT...							
12. I am proud to work for this district N=1,457	47.2%	42.3%	8.6%	1.1%	0.5%	0.2%	4.34
13. I understand how my job contributes to the general mission of the district N=1,455	41.6%	47.3%	7.1%	2.5%	0.8%	0.8%	4.24
14. I received an adequate orientation to my job when first hired here N=1,454	20.2%	38.2%	17.6%	15.3%	8.5%	0.1%	3.46
15. Deadlines are realistic N=1,455	15.6%	44.9%	22.8%	12.2%	3.5%	0.9%	3.54
16. Information is communicated quickly up, down and across the organization N=1,452	9.2%	32.3%	24.6%	21.0%	9.6%	3.3%	3.00
17. There is adequate coordination across divisions, departments and the district N=1,450	4.6%	22.6%	28.1%	25.4%	10.1%	9.3%	2.58
18. Management values the work that I do N=1,451	18.4%	44.2%	19.1%	8.3%	5.0%	5.0%	3.48
19. There is trust between employees and management N=1,444	11.9%	35.2%	25.6%	14.5%	7.8%	5.0%	3.14
20. My department is adequately staffed to achieve our goals N=1,454	9.1%	28.0%	18.6%	26.0%	14.9%	3.4%	2.80
21. I am given the tools that I need to do the job N=1,448	15.0%	45.4%	19.2%	15.1%	5.0%	0.3%	3.49
22. There are adequate career opportunities/opportunities for promotion N=1,441	9.8%	26.6%	29.3%	16.7%	13.3%	4.3%	2.90
23. I have adequate opportunities to attend training courses that I need N=1,453	18.7%	42.1%	20.5%	12.0%	4.7%	1.9%	3.52
24. Pay is adequately based upon responsibility of the job N=1,448	12.6%	33.6%	18.8%	21.4%	12.3%	1.2%	3.09

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	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Don't Know	Average Rating
25. I am comfortable with the level of job security I have here **N=1,448**	25.2%	44.9%	15.4%	7.7%	5.9%	0.9%	3.73
26. Employees are treated with equal respect, whether they are men or women **N=1,452**	31.7%	45.0%	11.5%	5.7%	3.9%	2.1%	3.89
27. Employees of all ethnic backgrounds are treated with equal respect **N=1,445**	30.2%	43.2%	13.1%	5.1%	3.0%	5.4%	3.76
28. My retirement package is adequate **N=1,427**	11.3%	33.8%	24.7%	11.5%	7.6%	11.0%	2.97
29. My medical benefits are adequate **N=1,431**	14.7%	41.0%	19.0%	12.1%	8.7%	4.5%	3.27
30. Our students receive a good, quality education **N=1,443**	35.0%	51.4%	8.7%	2.0%	0.4%	2.4%	4.11
31. The district is well-regarded in the community **N=1,442**	30.9%	50.4%	10.6%	1.9%	0.3%	5.8%	3.92
CONCERNS ABOUT SAFETY...							
32. I am safe from accidents at work **N=1,442**	28.5%	53.3%	11.6%	5.2%	0.9%	0.6%	4.02
33. I am safe from health hazards at work **N=1,444**	23.9%	48.1%	14.5%	8.9%	2.2%	2.5%	3.75
34. I feel personally safe at work **N=1,443**	25.9%	53.8%	12.5%	6.4%	1.2%	0.1%	3.96

DEMOGRAPHIC INFORMATION...

35. Your Primary Work Area: N=1,437
35.3% ARC Campus | 17.7% CRC Campus | 25.0% SCC Campus | 4.0% FLC Campus | 4.0% EDC Campus | 3.9% Off-Campus Center Location | 10.2% District Office*

* District Office includes Facilities Management & Workforce/Economic Development employees at Ethan Way

36. Your Job Type: N=1,433
38.7% Classified | 54.6% Faculty | 4.8% Manager | 1.8% Contract Employee**
** Contract employees captured some adjunct faculty members and employees who were hired in grant-funded positions; outside contractors were excluded from the analysis

37. Employment Status: N=1,440
71.1% Full-Time Permanent | 5.1% Part-Time Permanent | 1.5% Temporary | 22.3% Adjunct Faculty | Contractors were excluded from analysis (outside contractors)

38. Area of Your Work: N=1,346
21.6% Administrative Support*** | 58.2% Instructional Services | 20.1% Student Services
***Administrative support includes human resources, research/planning, business services, information technology and all other areas not part of instructional services or student services both at the district office and campus levels.

39. Your Gender: N=1,418
60.9% Female | 39.1% Male

40. Your Ethnicity: N=1,399
6.7% African American | 7.5% Asian | 7.3% Latino/Hispanic | 2.1% Native American | 70.6% White | 5.8% Other

41. How many years have you worked for the District? N=1,401 **Mean = 9.6 years** **Median = 6.5 years**
16.6% Less than 2 years | 16.9% 2-3.9 years | 12.0% 4 -5.9years | 7.5% 6-7.9 years | 5.5% 8-9.9 years | 18.1% 10-14.9 years | 8.2% 15-19.9 years | 15.2% 20 or more years

Comments:

A summary analysis of the comments will be provided in a separate report.

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